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55-2506

15 NOV 1955

Executive Registry
7-6459

TO : Director of Central Intelligence

SUBJECT: Revised Personnel Promotion and Assignment Policies

1. PROBLEM:

To revise personnel assignment and promotion policies to meet demands for added operational flexibility.

2. ASSUMPTION:

That the Agency will continue to use existing pay grades and pay scales, but may make modifications insofar as is necessary to increase effectiveness of personnel management in meeting operational requirements.

3. FACTS BEARING ON THE PROBLEM:

a. Heads of Career Services are responsible for ensuring that all employees of their Career Service are considered for promotion and for recommending to the Director of Personnel the promotion of those who are best qualified.

b. There are times when the concept of promotion for merit, based on a competitive evaluation of employee's accomplishments and value to the Agency, runs counter to the concept of pay based solely on the grade of the individual's current position.

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c. Existing requirements for promotion [redacted] include:

(1) time-in-grade requirements; (2) qualification requirements; (3) existence of a suitable higher graded position through either a vacancy, establishment of a new position, or the upgradification of an existing position.

d. The pertinent features of the Agency's present assignment policy [redacted] provide:

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(1) As a rule, the employee's grade will be no higher than that authorized for the position which he occupies.

(2) An employee may be assigned to a position of higher grade than his own.

(3) Temporary assignment of employees to lower graded jobs is authorized under stipulated conditions. Such assignments are limited to one percent of the component's ceiling.

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4. DISCUSSION:

a. In the application of existing promotion policies, there are times when the requirement that a person must be performing higher grade duties to be promoted runs counter to the Agency's need for flexibility in promoting employees based on (1) their value to the Agency, (2) willingness to serve in all areas, and (3) competitive evaluation of each employee's abilities and accomplishments with others at their grade level and in the same Career Service. Application of conventional position analysis techniques to duties assigned to career employees sometimes results in denying them promotions when the evaluation of the job does not warrant its upgrading and therefore cannot accommodate the promotion. This is most apt to occur in overseas assignments when an individual cannot, in the best interests of the Agency, be reassigned (until he completes his tour of duty) to another position which would accommodate the promotion. Even in Headquarters, there are occasions in which individuals are so closely associated with a project or operation that it is contrary to the Agency's best interests to reassign them prematurely to other positions of higher grade in order to obtain promotion. Under any of these circumstances, it does not seem equitable for the Agency to delay or deny an employee's promotion solely because of the grade of the position in which the Agency needs him at the moment.

b. The "promotion block" situation described should not be resolved by a distortion of the Agency classification structure to accommodate each promotion. Instead, it is essential to sound management that the classification structure of each organization be valid in order that the best personnel assignments and optimum personnel utilization may be obtained over the long run.

c. The inequities of the present promotion policy could be resolved by revising the policy to authorize the promotion of an employee who has been competitively selected for promotion by the Head of his Career Service but who must temporarily remain in a job classified at his current grade. Such a revised policy would operate within certain budgetary and grade controls, discussed in paragraph e below, to ensure that total grade authorizations for each Career Service are not exceeded.

d. To maintain consistency with the revised promotion policy as described herein, added flexibility in the existing assignment policy could be attained by eliminating the one percent control limit presently applicable to assignments of employees to positions of grades lower than their own. It seems preferable that Heads of Career Services should be able to assign personnel to lower graded positions as justified by operational exigencies, so long as the total grade structure of the Career Service is not exceeded. The present one percent limitation on such assignments is an arbitrary limit without empirical justification.

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a. The Heads of Career Services play a major part in administering the Agency's promotion and assignment programs. Therefore, it would simplify administration of these revised policies if procedures to control promotions and assignments were established in relation to the grade structure within each Career Service and administered by Career Service Heads. Effective controls could be introduced if all authorized positions were tabulated by grade level for each Career Service, and this combined authorization identified as the "Career Service Grade Authorization". Each Career Service would be responsible for ensuring that the distribution of employees by grade levels within the Career Service would not exceed the grade authorization thus computed. In order that the on-board staffing structure of each Career Service could be computed on an equitable and uniform basis, military personnel would be charged against the Career Service Grade Authorization based on the assimilated rank table in [redacted]

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5. CONCLUSIONS:

a. Application of conventional position evaluation techniques needs to be coupled with flexible promotion procedures to permit an employee's proper advancement when the interests of the Agency require his services in the lower graded position.

b. Heads of Career Services should be authorized to make assignments of personnel to lower graded jobs as required by operational needs provided that such assignments do not exceed the total grade structure authorized for the Career Service.

c. Revised policies and comparatively simplified controls to correct the problems discussed can be introduced.

6. RECOMMENDATIONS:

It is recommended that the Director of Personnel be directed to prepare implementing documents to:

a. Authorize the promotion of an employee to one grade level above that of the position to which assigned when this action is merited based on the competitive evaluation of the employee's accomplishments and value to the Agency and provided that it is in the best interests of the Agency to retain him in the position concerned.

b. Eliminate the one percent of component ceiling as a control figure which limits the assignment of personnel to lower graded positions and provide in lieu thereof that such assignments may be made as required by operating conditions subject to controls at the Career Service level outlined in the following paragraph.

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c. Control assignments and promotions to ensure that total Staffing Authorizations by grade level and Career Services are not exceeded. The controls will be established by requiring that each Career Service maintain an employee grade distribution that will not exceed the Career Service Grade Authorizations.

FOIAb3b

Harriman C. Reynolds
Chairman, CIA Career Council

"The recommendations in paragraphs 6a, b and c are approved (disapproved)."

SIGNED

Director of Central Intelligence

27 NOV 1955

Distribution:
Orig - Addressee
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CONCURRENCES:

At the 14th meeting on 30 November 1955, the CIA Career Council considered this Staff Study and unanimously voted to forward it to the Director of Central Intelligence for his approval or disapproval. The members of the Council who voted "aye" were:

Harrison G. Reynolds

25X1 [redacted] (alternate for Frank Wisner)

Lyman B. Kirkpatrick

25X1 [redacted] (alternate for Matthew Baird)

(alternate for Robert Amory)

L. K. White

SIGNED

Harrison G. Reynolds
Chairman, CIA Career Council

CONCUR:

25X1 [redacted]

Deputy Director
(Support)

"Concur
LPL
DDCI"

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